

Post-Implementation Report

PROJECT IDENTIFICATION

Project Name: 4448 - Compuware Date: 10/14/2005

Project Sponsor: Jerry Fossum Project Manager: Ryan Kramer

Report Prepared By: Ryan Kramer

CATEGORIES: Categories of the report correspond to the categories in the Post-Project Survey.

For each category, the Overall Rating is the average of the ratings provided on completed survey forms for that category (1=Not at All, or Poor, 2=Adequately, or Satisfactory, 3=To a great extent, or Excellent)

A. PRODUCT EFFECTIVENESS

The Compuware product has failed to meet some of our early initial assessments of the product, but has exceeded many others. That isn't a fault of the product, but the early assessment was somewhat overstated as to what the Compuware product could accomplish.

The ITD NOC has successfully used the Compuware product on many occasions, ranging from bandwidth estimates to virus and problem tracking. The product will also be integrated into future NOC systems that are currently being developed and tested. Other ITD Telecomm groups such as the business consultants have also made use of the product, they are now able to give a customer an accurate assessment of their network links.

Other groups within ITD have also made very effective use the products. The Server Administration group frequently uses the sniffer portion of ApplicationVantage to monitor applications running on particular servers, to verify performance issues or bottlenecks.

B. CSSQ MANAGEMENT

Very few changes to CSSQ were required for this project, the initial pre-project planning was very comprehensive and covered most issues that would have otherwise come up during the lifetime of the project.

Compare the baseline versions of the Project Schedule and Budget to the final versions.

Budget estimates were very accurate, as the estimated budget was \$399,060, with a final actual budget of \$400,787.82. (0.4 percent over budget) The additional amount was used for larger hard drives, to enhance the long term storage of collected data.

 3

Overall Survey Rating:

C. RISK MANAGEMENT

Any apparent risks were identified and acted upon accordingly. Due to the extensive nature for which the project was initially planned, both in the pre-project phase and also during the Phase I planning phase, all risks were already accounted for.

 3

Overall Survey Rating:

D. COMMUNICATIONS MANAGEMENT

Communication management for this project was greatly simplified, as the Project Manager (Ryan Kramer) was also the primary individual responsible for implementation. Key stakeholders (Glen Rutherford, the ITD NOC) were continually updated on any situations that arose, and often consulted regarding the direction of the project.

__3__

Overall Survey Rating:

E. ACCEPTANCE MANAGEMENT

Because the Statement of Work that Compuware Corporation provided during the pre-project phase, the acceptance criteria were well established, and Compuware knew well in advance that they would be able to meet the accepted criteria.

__3__

Overall Survey Rating:

F. ORGANIZATIONAL CHANGE MANAGEMENT

No significant changes were present regarding organizational change management.

3

Overall Survey Rating:

G. ISSUES MANAGEMENT

Numerous minor issues were resolved before requiring the need to escalate it to the issue management log, so the presence of the issue management log was very effective in this regard.

3

Overall Survey Rating:

H. PROJECT IMPLEMENTATION AND TRANSITION

Compuware's practice is to involve as many parties as possible throughout the life of the project, so the implementation and transition phases are seamless. There was no particular transition with this product, myself and all operational stakeholders were involved throughout the life of the project.

3

Overall Survey Rating:

I. PERFORMANCE OF PERFORMING ORGANIZATION

Several ITD resources were not available at critical times as promised, which lead to delays and downtime for the Compuware consultants.

Additionally, this project depended on the schedules of several other projects which were not bound by as tight of a schedule as this one, so when those deadlines moved it also affected our deadline.

In hindsight, the project was scheduled much too close to the best case scenario, and did not allow for these contingencies.

2

Overall Survey Rating:

J. PERFORMANCE OF PROJECT TEAM

The Compuware consultants were willing to work extra hours, reschedule days, and go above and beyond the minimum. Compuware also added two weeks to the project for no charge to help resolve issues we have had with the product.

3

Overall Survey Rating:

K. KEY PROJECT METRICS

COST

There was no significant change to the project budget, which is due to the preparation of the product in the pre-planning phase. The additional cost of the hard drives was partially due to the initial estimate of our network by the Compuware representatives, the specified storage requirement was smaller than the actual required amount.

SCHEDULE

The project consisted of 5 unique phases, with phase 1 entirely consisting of project planning. Phase 2-4 were primarily for implementation, and phase 5 was dedicated to knowledge transfer and final configuration of the project.

Our project delays occurred in phase 2, which forced the project to push all other phases out accordingly.

SCOPE

The scope was well defined in the comprehensive Compuware statement of work, and was delivered as such.

QUALITY

Most quality expectations were met regarding the project, although initial assessments overstated the capabilities of the product. The vast number of endpoints both internal and also external present on the Stagenet network presented some challenges to the product. In my estimation the Compuware product is designed primarily for a typical corporate campus. Stagenet presents an entirely different type of network, where internet access for large portion of the network is entirely unfiltered and unmonitored. One example of this is the large number of endpoints that a single P2P user in the HECN portion of the network may visit, which is something not generally present in a corporate environment.

Another challenge to quality is that the Compuware product is heavily focused on the application layer of the OSI TCP stack. Our primary use for the product was instead to focus on the network layers of the stack. This resulted in the need to reconfigure several aspects of the operation of the software.